

# Certified Public Manager Project

## Project for Recruitment

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## **Problem Statement:**

The mission of the Guardian ad Litem program is to recruit, train and supervise a diverse pool of volunteers to advocate for the best interests of abused and neglected children in Family Court. Effective July 1, 2010, Chief Justice Toal ruled that the courts would only appoint volunteer Guardian ad Litem for children in abuse and neglect cases. After that ruling, federal and state law requires the appointment of a volunteer Guardian ad Litem for all children in Department of Social Services cases that involve court action.

As of December 2018, South Carolina has 4,353 active cases, with only 1,754 volunteers, leaving us with a deficit of 423 volunteers, according to the National Court Appointed Special Advocate (CASA) standards of only two (2) cases per volunteer. This deficit demands employees to take cases. A Program Coordinator I position was created for a staff person whose primary role is to have a case load of at minimum twenty (20) cases. There are currently seven (7) Program I Coordinator Case Worker positions in Region 1 with several of the positions vacant. This is a paid staff person whose role is to serve in the capacity of a volunteer Guardian ad Litem, thus requiring the SC Cass Elias Guardian ad Litem Program to provide salaries and benefits to an employee rather than a volunteer.

Due to the insufficient volunteer pool, many of the Guardian ad Litem volunteers have a caseload larger than the National CASA two-case standard. When looking at the

December statistical reports, there were 1,479 staff cases, and if per policy, each volunteer had two cases, we would need 740 volunteers to make up for the staff cases we currently have.

The number of inquiries the program currently receives does not produce enough new volunteers to appoint a volunteer to each new child abuse and neglect case. Our current volunteer pool does not increase enough to evenly replace the current Guardian ad Litem volunteers who resign their positions. In December, there was a need of 423 volunteers with only 118 inquiries received. Unfortunately, the number of inquiries does not reflect the number of people who completed the Guardian ad Litem training, as inquiries do not always result in a new volunteer.

### **Data Collection:**

The goal of the data collection is to evaluate the current number of inquiries being received, the number of volunteers that would be required to handle the case load, and the number of cases currently requiring a staff person to serve as the Guardian ad Litem. This data was obtained utilizing eight different sources to gather the necessary numbers.

The Monthly Statistical Report was used to measure the number of new cases received for month, the number of staff cases and the total number of cases per county statewide. This is important when looking at the numbers because it breaks it down by county but also shows the total for the state of South Carolina. The Fiscal Year-End

Report measures the total volunteers per county, the volunteers resigned per county, the volunteers sworn per county, the number of hours volunteers spent in their cases, the number of initial pre-service hours per county, continuing education hours, and lastly the number of inquiries received in each county for the year.

Region	COUNTY NAME	VOL TOTAL	VOL RESIGN	VOL SWORN	CASE HOURS	INITIAL HOURS	CEU HOURS	GAL Inquiries
3	ABBEVILLE	20	3	1	1,419	91	174	15
3	AIKEN	109	16	19	15,827	570	642	106
4	ALLENDALE	3	0	1	22	30	0	14
1	ANDERSON	78	18	16	5,199	518	620	94
3	BAMBERG	14	5	1	1,054	30	43	30
3	BARNWELL	18	6	1	3,581	60	67	4
4	BEAUFORT	30	8	4	808	90	74	71
4	BERKELEY	71	13	8	3,171	360	254	60
4	CALHOUN	13	4	0	703	33	54	4
4	CHARLESTON	175	50	41	14,393	1,246	439	227
1	CHEROKEE	27	0	3	970	90	23	22
3	CHESTER	10	2	3	649	150	28	19
2	CHESTERFIELD	23	3	2	2,552	60	179	13
2	CLARENDON	17	1	4	397	120	109	12
4	COLLETON	24	0	1	961	30	7	13
2	DARLINGTON	41	4	6	3,659	180	335	11
2	DILLON	20	5	2	2,355	120	104	18
4	DORCHESTER	69	15	14	1,809	370	209	101
3	EDGEFIELD	10	5	1	804	60	57	17
3	FAIRFIELD	8	1	2	1,022	150	45	10
2	FLORENCE	62	12	12	3,098	480	574	73
2	GEORGETOWN	44	9	11	1,872	420	531	37
1	GREENVILLE	256	24	58	25,770	1,860	1,407	224
3	GREENWOOD	42	0	5	3,767	120	261	3
4	HAMPTON	8	1	0	136	0	42	0
2	HORRY	115	21	37	13,910	1,260	921	171
4	JASPER	12	3	0	302	0	8	5
2	KERSHAW	47	3	6	3,602	180	289	37
3	LANCASTER	55	2	28	6,789	990	146	91
3	LAURENS	44	5	8	6,551	271	285	37
2	LEE	21	8	1	611	30	117	3
3	LEXINGTON	135	28	40	12,647	1,380	938	225
2	MARION	23	1	0	1,207	0	282	10
2	MARLBORO	12	0	5	1,157	150	93	12
3	MCCORMICK	3	0	0	342	30	11	0
3	NEWBERRY	19	4	5	1,684	120	193	11
1	OCONEE	82	15	11	12,644	390	641	31
4	ORANGEBURG	27	4	3	5,385	97	401	33
1	PICKENS	92	11	11	7,788	450	591	40
3	SALUDA	8	1	1	774	60	44	2
1	SPARTANBURG	110	27	31	14,042	787	538	92
2	SUMTER	72	17	9	3,873	240	733	36
1	UNION	29	9	5	1,366	150	213	22
2	WILLIAMSBURG	17	3	5	292	330	209	6
1	YORK	99	25	16	10,485	510	788	65
	Totals	2214	392	438	201448	14663	13715	2127

The analysis of the monthly Accountability Report specifically identified the number of inquiries received each month specific to the counties in Region 1 as well as what sources prompted the inquiry. This data also identifies the number of volunteers trained for the specific month as well as the number of volunteer resignations. The Accountability Report must be done with as much accuracy as possible to demonstrate what recruitment efforts prompted volunteers to learn about the Guardian ad Litem Program.

A SWOT analysis was developed by Lizeth Morales, Recruiter for Region I, to identify the strengths, weaknesses, opportunities, and threats for each county in Region 1. This analysis also demonstrated areas and specific demographics for recruitment that have not been previously targeted.

# SWOT Analysis for Recruitment

Region I- Lizeth Morales

## Greenville

**Strengths-** More developed county, so there is a lot of opportunities for finding information. More county newsletters, newspapers, community meetings. The downtown area is bigger, so serves as a constant point of gathering for community events. The city sponsors various community events, the chamber of commerce has community meetings that are open to the public which educates us on future recruitment opportunities. Big/ populous outer cities (Greer, Mauldin, Simpsonville, Fountain Inn). The County is constantly developing, attracting multiple commuters, so often can recruit for different counties in Greenville.

**Weaknesses-** The lack of leadership in the county office so there is not one person that can fully concentrate on contacting inquiries, completing interviews, and facilitating training for this county specifically.

**Opportunities-** a diverse population so if we want to concentrate on a specific demographic we can do so because of the large areas/ communities incorporated in Greenville County. Various universities whom we could connect to and present to (Furman University, North Greenville University, Bob Jones University, etc.)

**Threats-** Training Facilitators not being fully prepared to train prior to training. Depending on the facilitator and the session, training is done differently so inconsistency in training may affect the work of the volunteer.

Information from the SC Cass Elias Guardian ad Litem Program 2017-2020 Strategic Growth and Diversity Plan was utilized as well as the Cass Elias Guardian ad Litem 2017-2018 Strategic Growth and Diversity Plan.

Statistical data was also gathered from the Recruitment Plan PowerPoint presentation developed by Cherie Walker, County Operations Manager. The statistical data contains the recruitment goals for the state, including the number volunteers needed to be recruited, the number of inquiries needed to reach this goal, and the overall increase of our volunteer pool. This data also contained the recruitment goals in comparison from the 2017 goals to the goals as of December 31, 2018. The growth in the number of staff cases and growth in the total number of cases was reviewed as well.

Information for successful recruiting tips was obtained through five (5) web sources: Volunteer Power: The Seven Deadly Sins of Recruiting, Top 10 Volunteer Recruitment Ideas You Can Try, Volunteer Recruitment Ideas: 4 Strategies to Drive Prospects, Volunteer Recruitment- CASA for Children, Ten Time Tested Volunteer Recruitment Tips That Still Work.

Best practices for recruiting were also solicited from the Regional Recruiter, Lizeth Morales, as well as from Program Coordinator II's within Region 1.

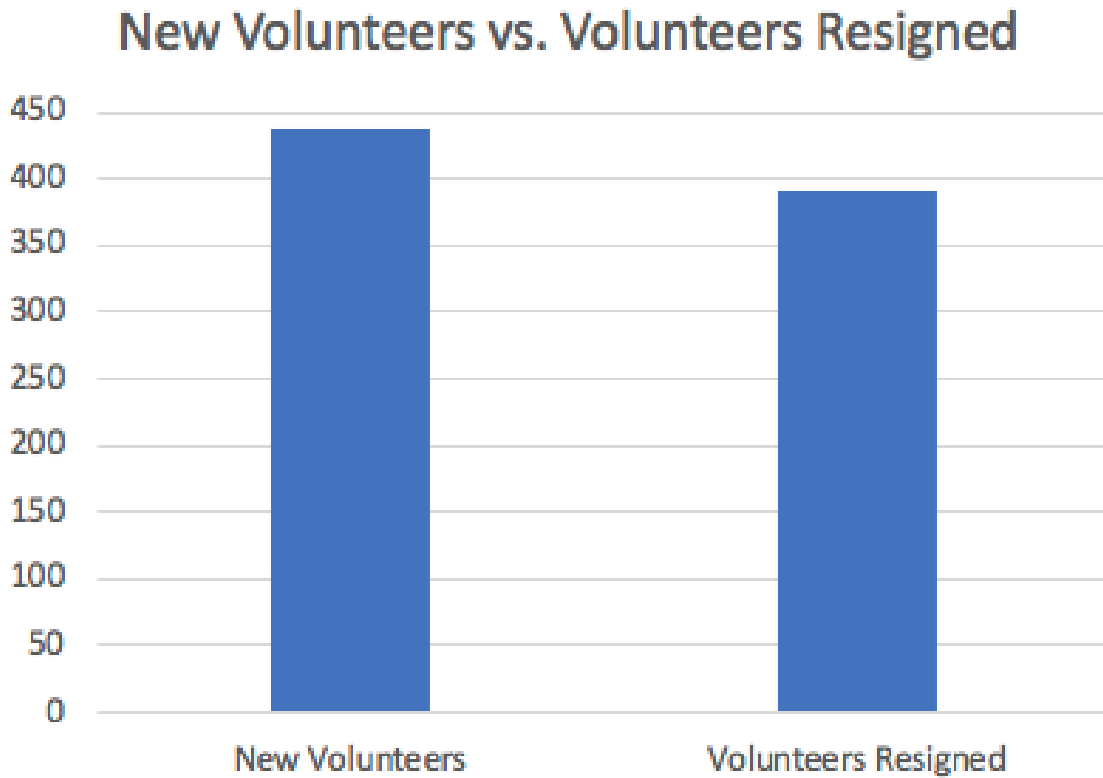
Data was also collected from the Efforts to Outcomes (ETO) database that is used by the South Carolina Guardian ad Litem Program. Specifically, reports identifying number of volunteers trained per month.

*The New Breed-Understanding and Equipping the 21<sup>st</sup> Century Volunteer* by Thomas McGee was also a reference used to identify recruitment ideas and strategies.

### **Data Analysis:**

By reviewing the data collected from the Monthly Statistical Report and the Monthly Accountability report, I was able to analyze the number of volunteer resignations and number of new Guardians ad Litem volunteers to identify the net gain and loss for each month. For the Fiscal year ending on June 30, 2018, four hundred and thirty-eight (438) new Guardian ad Litem volunteers were trained; however, three hundred and ninety-two (392) resigned with an increase of only forty-six (46) Guardian ad Litem volunteers for

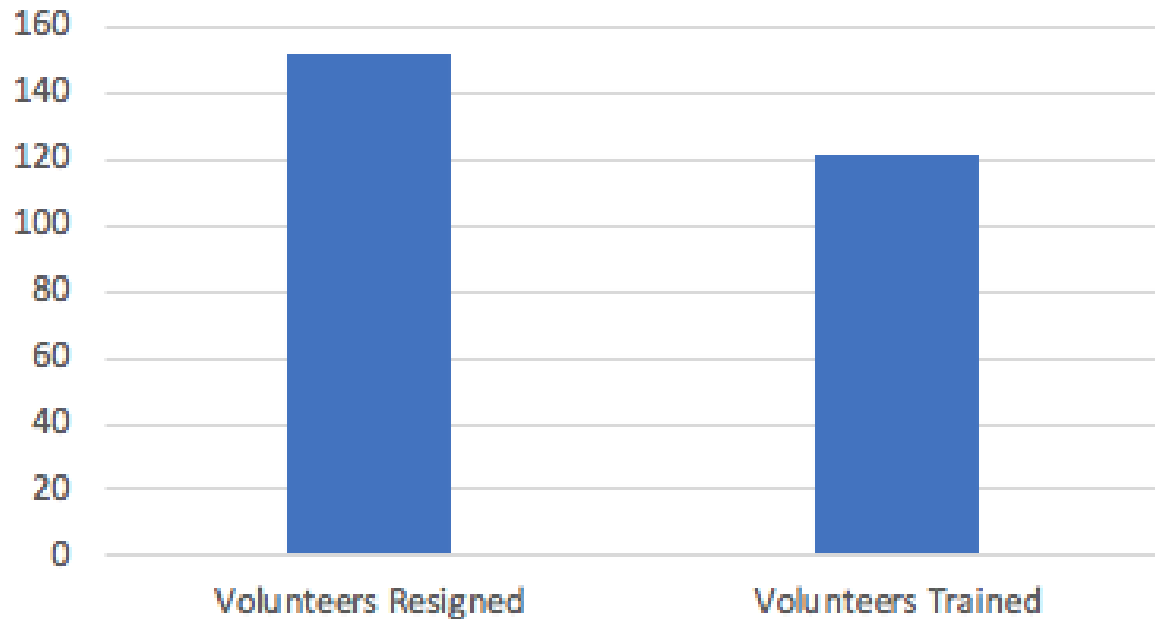
the fiscal year. In comparison, this forty-six (46) volunteers increase demonstrates that that during the 2017-2018 fiscal year, 89.5% of volunteers we had resigned.



In reviewing the data for July 2018 through December 2018 there were one hundred and fifty-two (152) Guardian ad Litem volunteers that resigned and one hundred and twenty-one (121) trained.



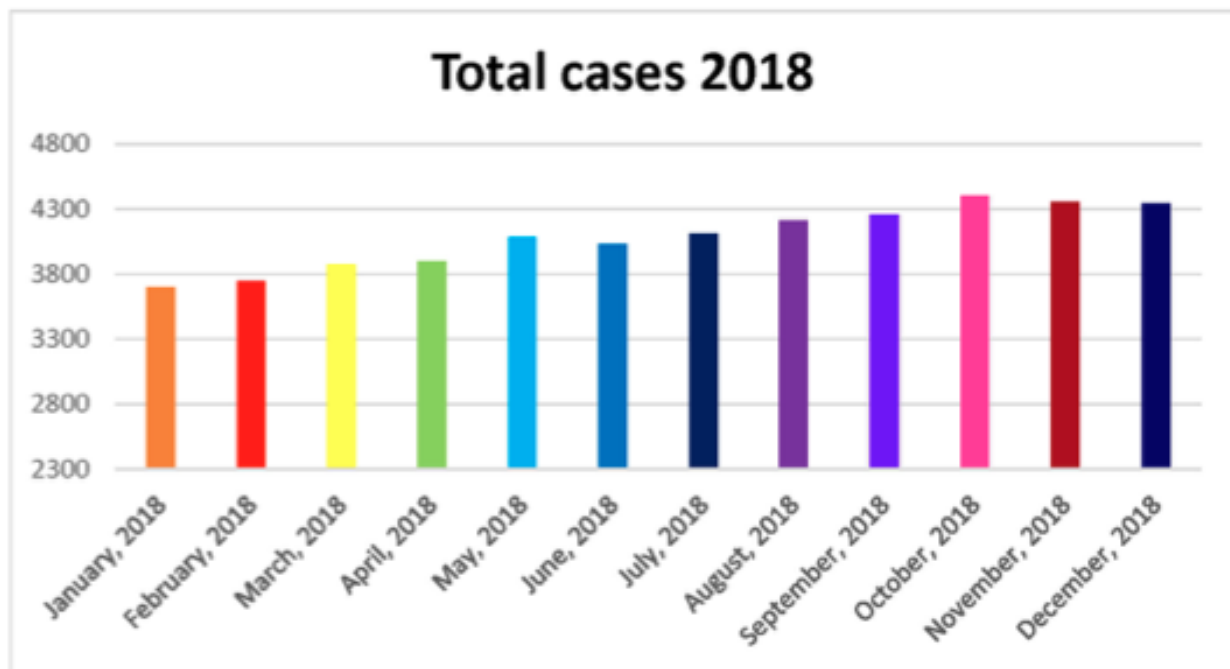
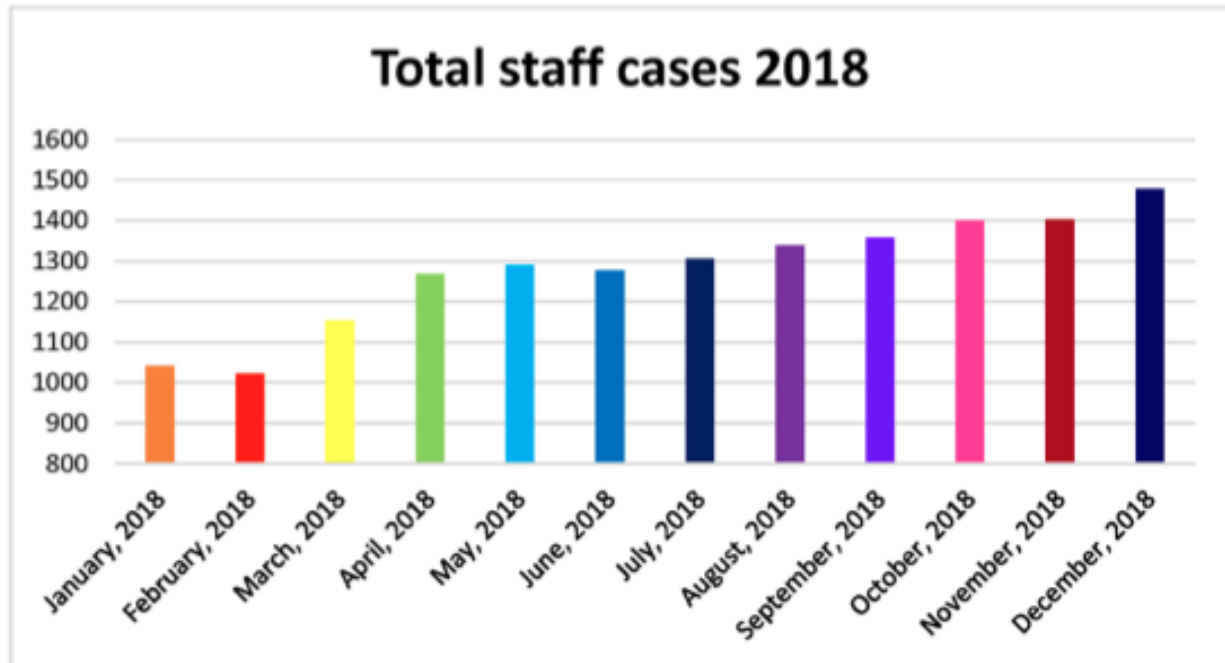
## Volunteers Resigned vs. Volunteers Trained



During the Fiscal Year 2017-2018 there were two thousand one hundred and twenty-seven (2,127) inquiries made by potential Guardian ad Litem volunteers.

During the review period of July 1, 2018 through December 31, 2018 there have been eight hundred and fifty-five (855) inquiries.

There has been an increase in staff cases during both review periods as well.



**Implementation Plan:**

To obtain the numbers of volunteer needed, different recruitment efforts are needed. It is apparent that we are not receiving a sufficient number of inquiries to produce and increase the volunteer pool. When factoring in the number of Guardian ad Litem volunteers that are resigning against the number of Guardian ad Litem volunteers that are being trained, the number of inquiries needed is even greater.

- One of the first areas of implementation will be the creation of focus groups for the purpose of determining the factors that promote people to volunteer as well as barriers associated with volunteering. Utilizing contact information for former volunteers or prospective volunteers who did not attend training may prove to be a useful resource as well.
- The targeting of specific groups such as retirement communities, senior citizen groups, retired educators and civic or community groups within a specific demographic. Creating and updating marketing plans to include community demographics, community activities and seeking approval for new campaign designs.
- Using testimonials from former foster children who have reached the age of maturity for speaking engagements at recruiting events may also have an impact on a target audience whose interest is to “give back” to the community, be an agent of change or individuals who are service minded.

- Targeting support groups such as cancer survivors, parents without partners to host presentations may also be beneficial for recruitment efforts.
- Connecting with highly effective states through National Court Appointed Special Advocates for successful recruitment and marketing plans may also produce additional information for successful recruitment of volunteers.
- Partnering with other agencies; specifically the Department of Social Service in their recruitment efforts for foster parents or other agencies seeking volunteers within the child welfare system will also be beneficial as it will likely bring attendees that are interested in child welfare.
- Creating and utilizing standard written packets to be provided to prospective volunteers.
- Using non-advocate volunteers to increase volunteerism and contributions.
- Creating a culture of continuity and community. Utilizing existing volunteer pool to share volunteer opportunities with friends, family and social communities.

**Evaluation Method:**

The evaluation method will be to compare the number of inquiries, volunteers recruited and volunteer resignations once the recommendations have been implemented and a comparison will be made against the current data.

In addition, the utilization of surveys for attendees of presentations and recruitment events to ascertain what worked and what did not.

### **Summary and Recommendations:**

The mission of the Guardian ad Litem program is to recruit, train and supervise a diverse pool of volunteers to advocate for the best interests of abused and neglected children in Family Court.

It is important in achieving this goal to understand the barriers that are preventing us from achieving this goal as well as to gain a better understanding of what the driving force is behind those that do make the commitment or take the action to take that first step to inquire about the Guardian ad Litem Program and what the next step is.